

# Henderson County Sheriff's Office

Sheriff Charles S. McDonald



## Strategic Plan 2016-2018

*A Brotherhood in Pursuit of Excellence*

# Message from the Sheriff



My vision for the Henderson County Sheriff's Office is to honor the rich heritage and history of the Office of Sheriff while continuing to evolve and provide effective and proactive law enforcement services to the citizens of Henderson County.

When I became Sheriff in 2012, I saw many needs. It was a time of great turmoil within the Sheriff's Office and the community at large. It was time to renew emphasis on professionalism and public service.

I am a Sheriff with a vision for your Sheriff's Office that challenges, inspires and serves the needs of our citizens. We are of, from and for the people and we look forward to partnering with you in order to enhance the quality of life in Henderson County.

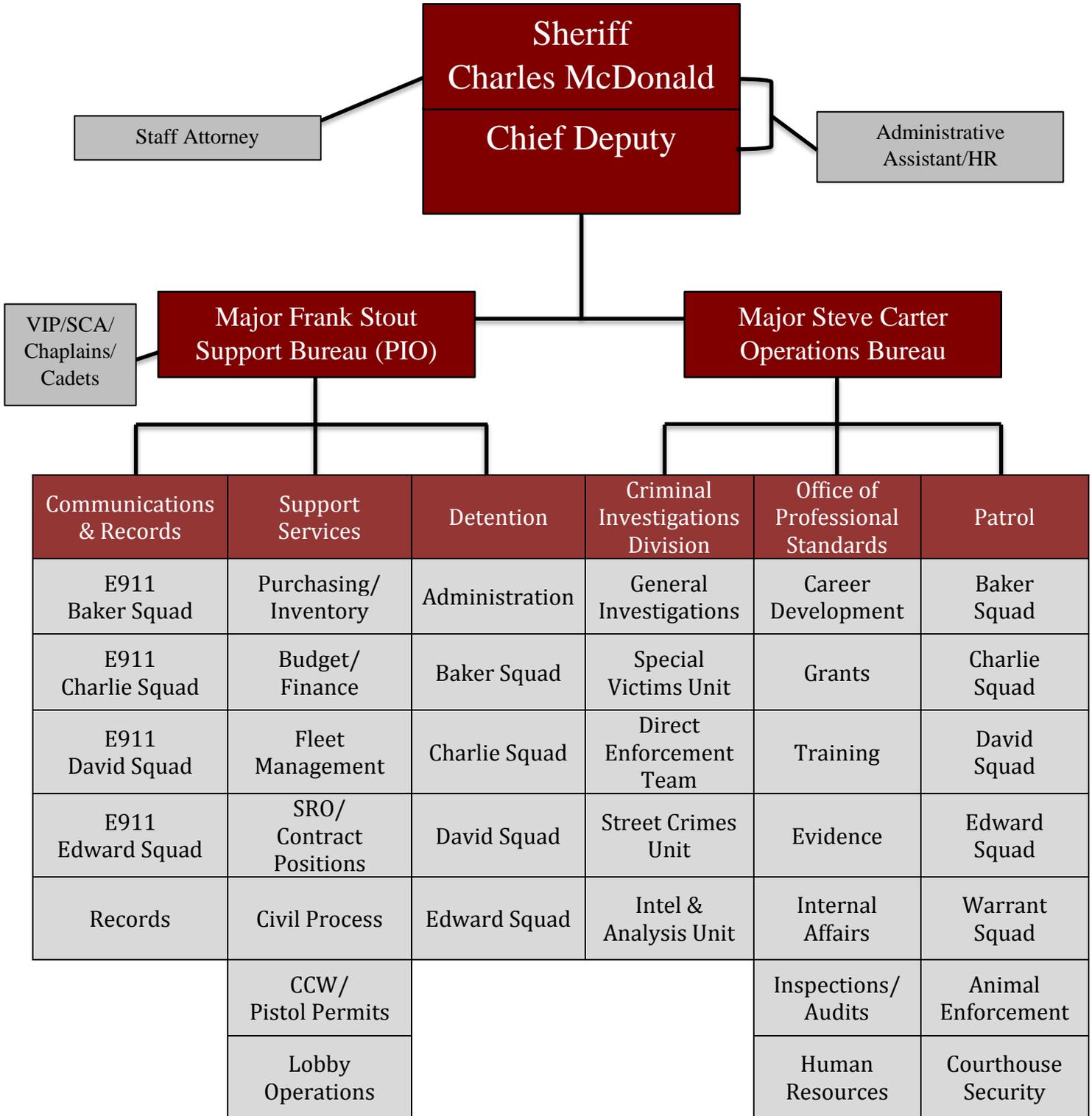
In March of 2013, I launched an agency-wide focused Strategic Plan with specific and measurable goals and objectives. A few of our objectives included establishing a fair and transparent hiring and promotion process and reducing residential breaking and entering and larcenies in Henderson County. Our new personnel processes have brought accountability to our leadership and through a whole agency commitment and a refocusing of resources, we surpassed our crime-reducing goal by a considerable margin. At the end of 2015, the Henderson County Sheriff's Office had reduced breaking and entering by 44% compared to our 2012 numbers. We are encouraged by our results and inspired to utilize this Strategic Plan to build upon our previous successes.

Over the next three years we will continue to develop our leaders, allowing them to better serve our community and inspire those whom they lead. In addition to continuing our breaking and entering, domestic violence and prescription drug overdose reduction goals, we will focus on lowering Part 1 crimes and reducing inmate on inmate physical assaults in our jail. As always we will be implementing goals to help us provide better customer service. By concentrating our efforts and partnering with the community, I know we can make a difference.

I would like to thank the men and women who serve this great agency, sacrificing daily and risking much. Their ranks are made up of sworn and non-sworn, paid employees and volunteers. The success and future successes of our Vision and Strategic Plan is a credit to the commitment, sacrifice and perseverance of our "brotherhood in pursuit of excellence."

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# Organizational Structure



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100 North Grove Street  
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## Command Team



**Sheriff Charles S. McDonald** started his career with the Henderson County Sheriff's Office as a Patrol Deputy in 1985. Over the next 25 years he served as a Detective, Drug Agent, Lieutenant over Training and Career Development, Chief of Investigations, Captain over the Detentions Center, Public Information Officer and Internal Affairs Investigator. During much of his career, McDonald was a member of SWAT and a NC General and Firearms Instructor. He also worked as a contract instructor for private companies specializing in law enforcement tactical training and served as an instructor delivering training overseas in South America and the Middle East on Counter Terrorism, Crisis Response, and Tactical Command training and planning. Sheriff McDonald returned to the Henderson County Sheriff's Office to lead as Sheriff in March of 2012. Sheriff McDonald and his wife Jennie have four children and five grandchildren.

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**Major Steve Carter** took his oath of office in February 1992, and has been with the Henderson County Sheriff's Office for his entire career. He has served as a Dispatcher, Detention Deputy, Patrol Deputy, Drug Enforcement Agent and S.W.A.T. team member. He obtained the ranks of Corporal, Sergeant and Lieutenant while working in the Criminal Investigations Division, and in 2006, was promoted to Captain of the Patrol Division. He has also served as the Captain of Criminal Investigations and Support Services before being promoted to Major of the Operations Bureau. Major Carter is a graduate of the FBI National Academy, the University of Louisville-Executive Leadership program and the Western North Carolina Law Enforcement Leadership Academy. He has been awarded both his Advanced Service Award and his Advanced Law Enforcement Certificate from the North Carolina Sheriff's Training Education and Standards Division. He is a certified Criminal Investigator through the North Carolina Justice Academy, is a latent-fingerprint examiner for the agency and also serves on the Sheriff's Office Dignitary Protection Unit. Major Carter is a state certified general instructor and a specialized physical fitness instructor and teaches at both Blue Ridge Community College and Asheville-Buncombe Technical Community College. His passion is fitness for law enforcement, and he maintains his certifications as a personal fitness trainer and a P90-X instructor. Major Carter has two adult children and three grandchildren.



**Major Frank Stout** has served as a law enforcement officer for over 34 years, and began his career when he was sworn in at the Avery County Sheriff's Office in 1981. There he worked as a Telecommunicator, Detention Deputy and Patrol Deputy. In 1983, he moved to the McDowell County Sheriff's Office where he served as a Narcotics / Vice Officer. Major Stout then served the State of North Carolina for over 30 years as a Highway Patrol Trooper where he retired at the rank of Captain in 2009. During his tenure with the Highway Patrol, he served as supervisor over several different units such as Accident Reconstruction, K9 / Interdiction team and Motor Carrier Enforcement. He was also the Accreditation Manager for the Highway Patrol as well as the Director of Internal Affairs. Since joining the Henderson County Sheriff's Office in 2012, he has served on the Senior Command Team and has acted as both the Public Information Officer and as an Internal Affairs Investigator. Major Stout has an Associate's Degree in Criminal Justice and is a graduate of the 98<sup>th</sup> Administrative Officer's Course at the Southern Police Institute – University of Louisville. He has been awarded both his Advanced Service Award and his Advanced Law Enforcement Certificate from the North Carolina Sheriff's Training Education and Standards Division. Major Stout is married with four children and three grandchildren and is a member of Mud Creek Baptist Church.

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**Captain Bengy Bryant** began his career with the Henderson County Sheriff's Office as a Telecommunicator in 1990 before attending BLET at the Salemburg campus of the North Carolina Justice Academy. Upon graduation he was sworn in as a Deputy Sheriff and assigned to Patrol. Over his long career with the agency, he has served on the Warrant Squad, as a Courthouse Security Deputy and as a SWAT team member and is currently the SWAT team Commander. He was promoted to Sergeant over Civil Process in 2005, Lieutenant over Civil Process and Warrants in 2009, and most recently to the Captain of the Support Services Division. Captain Bryant is a graduate of the Administrative Officer's Management Certificate Program at North Carolina State University and successfully completed the Leadership Certificate Program through Blue Ridge Community College. He has been awarded both his Advanced Service Award and his Advanced Law Enforcement Certificate from the North Carolina Sheriff's Training Education and Standards Division. Captain Bryant is married and has three children.



**Captain Chris Denny** began his career with the Henderson County Sheriff's Office in 1994 where he was assigned as a Detention Deputy in the Jail. Later that same year, he was transferred to Patrol where he served on several different squads and as a SWAT Team member and eventually SWAT Team leader. In 1999, he joined the Criminal Investigations Division as a Narcotics Investigator. In 2005, Captain Denny was assigned to the Drug Enforcement Administration as a Task Force Officer where he worked until 2008, when he was promoted to a Sergeant in the Narcotics Unit. In 2012, he was promoted to Lieutenant of the Criminal Investigations Division where he remained until his promotion as Captain of Professional Standards in 2014. Captain Denny graduated Suma Cum Laude from the American Intercontinental University where he earned his Bachelor's Degree in Criminal Justice. He successfully completed the Administrative Officer's Management Certificate Program at North Carolina State University and has earned his Criminal Investigator's Certificate from the North Carolina Justice Academy. He has been awarded both his Advanced Service Award and his Advanced Law Enforcement Certificate from the North Carolina Sheriff's Training Education and Standards Division. Captain Denny is a state certified general instructor and a specialized physical fitness instructor and teaches at Blue Ridge Community College. He is married with three children.

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**Communications Director Lisha Stanley** has over 20 years of law enforcement experience and began her career in 1994, as a Telecommunicator for the Hendersonville Police Department. In 1995, she joined the Henderson County Sheriff's Office where she worked for several years as a Telecommunicator before being promoted to Telecommunicator Supervisor and then to Director of Communications in 2006. Director Stanley has a Bachelor of Arts Degree in Psychology from the University of North Carolina at Asheville, has earned her Advanced Telecommunicator Certification from the North Carolina Sheriff's Training Education and Standards Division and is a Certified 911 Center Manager. She is a 2016 graduate of Northwestern University's school of Police Staff and Command, a graduate of the Western North Carolina Law Enforcement Leadership Academy, a state certified general instructor and has successfully completed the Sheriff's Executive Leadership Training program. Director Stanley was instrumental in obtaining the 3.6 million dollar grant for the completion of the new 911 facility for Henderson County Emergency Services. She is married with three children.



**Captain Allan Corthell** has over 19 years of experience working in Emergency Services. He has served as a Firefighter, Trainer, Fire Investigator, 2<sup>nd</sup> Lieutenant, Assistant Chief, Zoning Administrator and Fire Marshal. He made the move to the law enforcement side of emergency services when he completed BLET at Asheville-Buncombe Technical Community College in 2005. In 2006, he joined the Henderson County Sheriff's Office as a Reserve Deputy assigned to the Patrol Division before going full-time later that year. Captain Corthell was promoted to Patrol Sergeant in 2013, and then promoted to Captain of the Criminal Investigations Division in 2014. He has successfully completed the North Carolina Highway Patrol Motorcycle Officer Certification course and serves on the Motor Unit and is also a member of the Sheriff's Office Honor Guard. Captain Corthell is a graduate of the 379<sup>th</sup> Class of the Northwestern University Center for Public Safety, School of Police Staffing and Command Academy. He is married and has four children, one of whom is serving in the United States Army in the 309<sup>th</sup> Military Intelligence Battalion.

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**Captain Dan Terry** has over 26 years of Criminal Justice experience. He began his career with the Illinois Department of Corrections where he worked for 3 years before moving to the law enforcement side and joining the Elmhurst Police Department, a municipality outside of Chicago, Illinois. He served the City of Elmhurst for 23 years where he worked in a variety of positions. Starting out as a Patrol Officer, he worked the streets for 5 years and was awarded 29 honorable mentions and commendations for meritorious service. In 1999, he became an undercover member of the Community Oriented Policing Program before earning a promotion to Detective in 2000. In 2004, he returned to Patrol as a Sergeant before being promoted to Patrol Commander in 2010. In addition to managing three patrol shifts, he commanded the Elmhurst PD K-9 unit and in 2012, was named Northern Illinois Critical Incident Stress Management's Team Member of the Year. He finished his career with Elmhurst by serving as the Detective Commander and overseeing the Criminal Investigations Division from 2015 until his retirement in 2017. Later that same year, he moved to North Carolina and joined the Henderson County Sheriff's Office as the Captain of their Criminal Investigations Division. Captain Terry holds a Master's Degree in Law Enforcement and Justice Administration from Western Illinois University. He is a graduate of the 233<sup>rd</sup> Class of the Northwestern University Center for Public Safety, School of Police Staffing and Command Academy. He also served as an adjunct professor for Kaplan University teaching criminal justice courses from 2006 to 2015, and has published articles in multiple law enforcement publications. He is married and has five children.



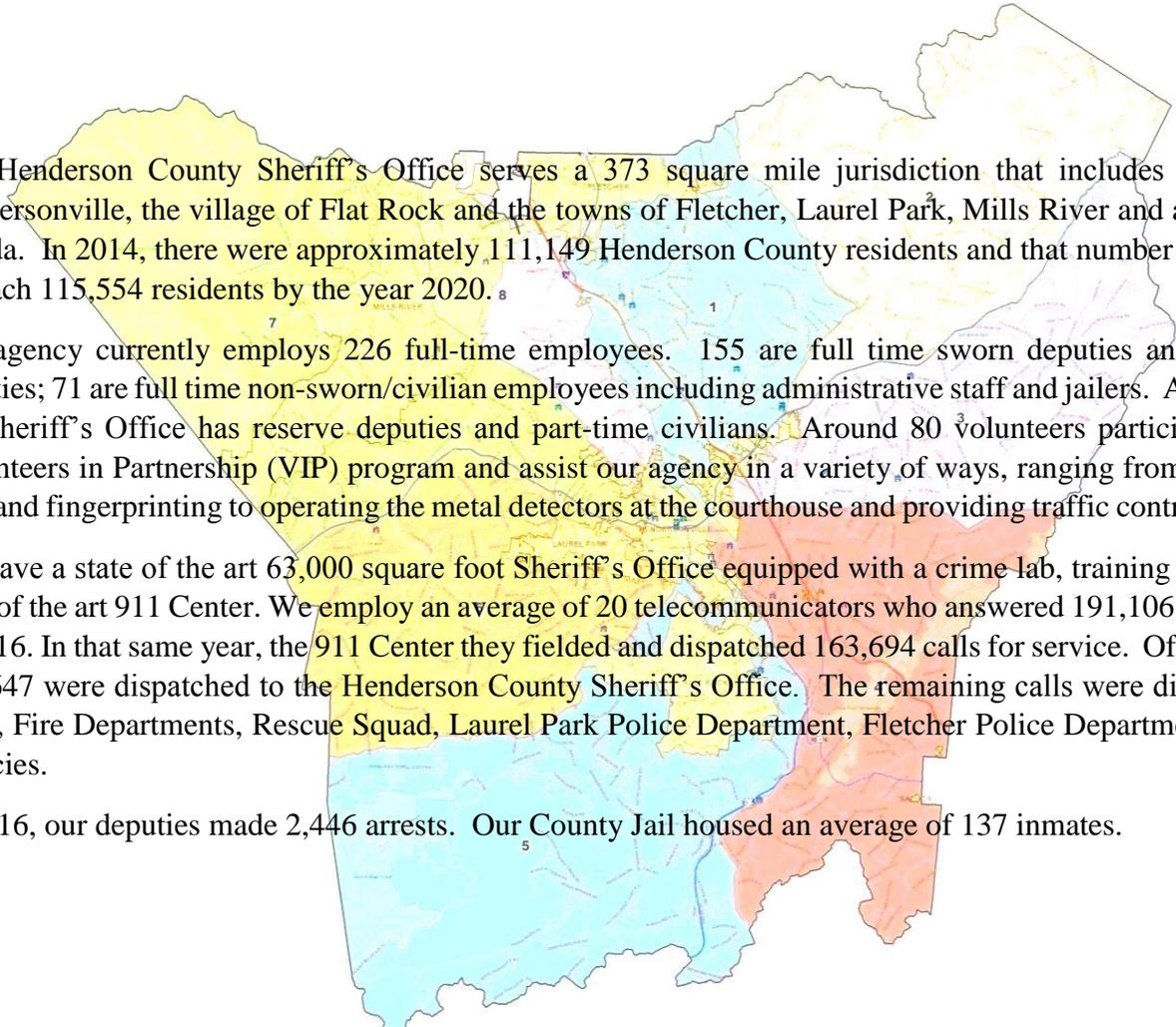
**Captain Neal Urch** has served as a law enforcement officer for over 31 years beginning in 1985, when he began his career working for the Lyman Police Department in South Carolina as a Patrol Officer. After joining the Spartanburg County Sheriff's Office in 1987, he served in a variety of positions including: Patrol Deputy, Narcotics Detective, Property Crimes Investigator and Violent Crimes Investigator. In 2004, he was promoted to Detective Sergeant and in 2005, was promoted again to Detective Lieutenant. After a short time in that position, he was promoted to Patrol Captain in 2006, where he stayed until 2011, when he was asked to become the Major and Director of their newly formed Jail where he stayed until 2016. In 2017, he joined the Henderson County Sheriff's Office as their Jail Administrator. Captain Urch has been honored with several notable accolades during his career to include the 7<sup>th</sup> Circuit Solicitor's Law Enforcement Excellence Award and the Spartanburg Behavioral Health Task Force Champion Award. In addition to his law enforcement duties, he has also served as the Vice President of the South Carolina Jail Administrator's Association Board of Directors and as a member of the Spartanburg County Crime Stoppers Board of Directors. Captain Urch also retired from the SC Army National Guard after 21 years of service and is a veteran of Operation Enduring Freedom / Iraqi Freedom. He is married and has 2 adult children.

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**Staff Attorney Ron Justice** has over 30 years of experience in law enforcement, corrections and the court system. From 1985 to 1992 he served as a Police Officer with the Hendersonville Police Department including assignments as a Field Training Officer and a member of the tactical team. From 1994 to 1997, he served as a Probation/Parole Officer with the Division of Adult Probation and Parole in Henderson County. Following his graduation from the University of South Carolina School of Law in 2000, he began practicing law in Henderson County and the surrounding areas. He has tried more than 40 jury trials, both Civil and Criminal, to verdict in both Superior and Federal Court. He became a Reserve Deputy with the Henderson County Sheriff's Office in 1994, and currently holds several certificates from the North Carolina Criminal Justice Training and Standards Commission including both Intermediate and Advanced Certificates in Law Enforcement and an Intermediate Certificate in Corrections. He has also served with the Army Reserve and Army National Guard since 1980. His military experience includes leadership service in the Infantry, Military Police and Judge Advocate units, and he is currently serving as a Legal Administrator with the United States Army Reserve Legal Command at Fort Bragg, North Carolina. Ron's civilian education includes a Bachelor of Arts in History from Mars Hill College and a Juris Doctor from the University of South Carolina School of Law. He is admitted to practice before all Courts in North Carolina as well as the Federal Court for the Western District of North Carolina and the Fourth Circuit Court of Appeals. His military education includes the Infantry Officer Basic Course, the Judge Advocate General Warrant Officer Basic Course and the Law Office Manager's Course. He is married with two children.

# Sheriff's Office At A Glance

A map of Henderson County, North Carolina, showing its jurisdiction. The county is divided into several colored regions: yellow in the northwest, light blue in the center and south, and orange in the southeast. The map includes major roads and geographical features.

The Henderson County Sheriff's Office serves a 373 square mile jurisdiction that includes the city of Hendersonville, the village of Flat Rock and the towns of Fletcher, Laurel Park, Mills River and a portion of Saluda. In 2014, there were approximately 111,149 Henderson County residents and that number is expected to reach 115,554 residents by the year 2020.

Our agency currently employs 226 full-time employees. 155 are full time sworn deputies and detention deputies; 71 are full time non-sworn/civilian employees including administrative staff and jailers. Additionally the Sheriff's Office has reserve deputies and part-time civilians. Around 80 volunteers participate in our Volunteers in Partnership (VIP) program and assist our agency in a variety of ways, ranging from front desk staff and fingerprinting to operating the metal detectors at the courthouse and providing traffic control services.

We have a state of the art 63,000 square foot Sheriff's Office equipped with a crime lab, training room and a state of the art 911 Center. We employ an average of 20 telecommunicators who answered 191,106 phone calls in 2016. In that same year, the 911 Center they fielded and dispatched 163,694 calls for service. Of those calls, 126,647 were dispatched to the Henderson County Sheriff's Office. The remaining calls were dispatched to EMS, Fire Departments, Rescue Squad, Laurel Park Police Department, Fletcher Police Department or other agencies.

In 2016, our deputies made 2,446 arrests. Our County Jail housed an average of 137 inmates.

## **Vision Statement**

While remaining faithful to the noble traditions of our past, we will be a professional, innovative and responsive Sheriff's Office that strives each day to ensure the safety and security of Henderson County.

## **Mission Statement**

The mission of the Henderson County Sheriff's Office is to serve, protect and defend our community by implementing strategies and partnerships that will prevent and reduce crime in order to enhance our community's quality of life.

Supporting the rule of law, we will ensure the safety and security of our Courts, our Judicial Officials and all prisoners entrusted to our care. We will attend to all statutory processes and writs of the Court in a timely manner. We will provide compassionate and courteous service with an eye toward efficient and effective response in all our daily interactions.

## **Values Statement**

In any organization there are values by which we make decisions and through which we hold ourselves accountable. These values are the foundation of all that we do. The Henderson County Sheriff's Office recognizes seven primary values that coincide with the seven points of the star we wear:

1. Commitment – We pledge to serve our community and each other, overcoming hardships and adversity, as we persevere to carry out our mission.
2. Courage – Choosing to act in the face of danger, we overcome fear and always endeavor to do what is right.
3. Loyalty – We remain true to our mission, dedicated to our oath and devoted to the welfare of all who wear our badge.
4. Honor – We hold the noble call of our office in the highest regard and wear our badge with integrity and pride.
5. Wisdom – We learn and innovate through experience, training and education to ensure we remain on the leading edge of our chosen career.
6. Sacrifice – We choose to relinquish personal comfort and convenience for the greater good, and we put the needs of the community before our own interests.
7. Integrity – We hold ourselves and each other to the highest standards of professional and moral conduct.

# Planning Process

Strategic planning is an organizational process of envisioning a desired future and translating that vision into broadly defined goals and a sequence of strategies to achieve them. Our mission at the Henderson County Sheriff's Office is to serve, protect and defend our community by implementing strategies and partnerships that will prevent and reduce crime in order to enhance our community's quality of life.

In order to fulfill our mission, Sheriff McDonald and the Command Team have prioritized three goals that remain constant year to year and guide our objectives. The first goal is aimed internally at our most valuable resource, and the key to our agency's success, our personnel. The second and third goals are aimed externally; one focused on reduction of crime and one focused on customer service.

Under these three goals, objectives are developed. The Sheriff and his Command Team look at crime trends and the problems, deficiencies and needs facing our agency and community to develop specific, measurable and achievable objectives. Once in place, these objectives are released to the agency where division leadership generates specific strategies for each division. This form of inclusive strategy development creates a shared responsibility throughout the agency.

When Sheriff McDonald took office, the agency did not have a comprehensive strategic plan in place, definitely not one that united the entire agency and affected the day-to-day operations in the achievement of our vision. With the new Sheriff came a desire to improve morale and develop a plan that would change the culture and focus of the Sheriff's Office.

In 2013-2014 our objectives were:

- ✓ Establish a cost effective, fair and transparent 'hiring to retiring' personnel process
- ✓ Reduce residential breaking and entering and larcenies in Henderson County by 12%
- ✓ Complete a survey of our community on the quality of service we provide

With our full agency working towards these objectives we achieved extraordinary success. As we progressed in strategic planning we developed yearly objectives through the 2015 calendar year. Starting in 2016, we will be transitioning to a three year strategic plan to link us with Henderson County's four year budget planning process. This 2016-2018 plan will put us in line with the county and will be followed by a four year plan in 2018. As you will see, each of our 2016-2018 objectives build upon those that came before and further our progress in the achievement of our shared vision.

# Implementation & Evaluation

Strategic plans are only as effective as the methods employed to make the plan a reality. The following pages are an implementation plan that will serve as a blueprint for employees to make our goals and objectives a reality. Included in this plan are specific objectives with the strategies we will utilize to achieve them, along with the responsible division(s) and/or person(s), and projected completion dates.

A great feature of this plan is found in its adaptability and flexibility. If a strategy is found to be ineffective, it can easily be changed. As new crime data and challenges arise, we will regularly evaluate our strategies to ensure their effectiveness. Divisions, and of course the Command Team, will meet regularly to gauge our progress.

By outlining and assigning strategies to specific divisions/people and linking them to projected completion dates we have orchestrated a system that encourages accountability and ownership. In most cases our results will be traceable and quantifiable. Crime data and community feedback will provide valuable information that will allow us to adjust our strategies and plan for the future. Some effects of our strategic plan will reveal themselves in less calculable ways. Effects such as higher moral and greater agency pride are just the beginning of the less measurable benefits this Strategic Plan will impart.

# Goals, Objectives and Strategies

**Goal 1:** We will use our financial and human resources fairly, efficiently and effectively

**Objective 1.1:** Expansion and maintenance of Agency-wide Leadership Continuum

<p><b>Strategy: 1.1a – Implementation of Sheriff’s Leadership Academy for all first line supervisors</b></p>	<p><b>Division/Person(s) Responsible:</b>          Chief Deputy Brown/Captain Denny</p>
<p><b>Description:</b> Our first line supervisors are the heart of our chain of command. They are the communication link between the employees and administration and they have great responsibility concerning employee productivity, morale and development. We want to better equip our supervisors by implementing a leadership course based on the challenges they face. We will add squad level leadership opportunities after successful completion of training.</p>	<p><b>Status:</b> <i>In process</i>  <b>Completion Date:</b>          January 19, 2018 Sgts. complete          February 16, 2018 Cpls. complete          (Creation and first round of implementation)</p>

<p><b>Strategy: 1.1b – Ensure continuing executive level training for Lieutenants &amp; above (moving down to Sergeants as possibilities arise)</b></p>	<p><b>Division/Person(s) Responsible:</b>          Captain Denny/Command Team</p>
<p><b>Description:</b> Focus Group has been completed. Executive Training through FBI National Academy, SPI (Major &amp; Above), AOMP and Northwestern University (Lts. &amp; Captains). Through the promotional process identify those candidates most likely to promote further within the agency to attend Executive Training (Command Team).</p>	<p><b>Status:</b> <i>Complete</i>  <b>Projected Completion Date:</b>          Completed &amp; Ongoing</p>

<p><b>Strategy: 1.1c –ICS Leadership training for Supervisors</b></p>	<p><b>Division/Person(s) Responsible:</b>          Captain Denny, Captain Corthell, Major Stout</p>
<p><b>Description:</b> Incident Command System (ICS) training with full field training exercises in conjunction with partners will be offered annually to supervisors.</p>	<p><b>Status:</b> <i>Complete</i>  <b>Projected Completion Date:</b>          Completed &amp; Ongoing</p>

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<b>Strategy: 1.1d – Annual Tactical training for Sworn Personnel</b>	<b>Division/Person(s) Responsible:</b> Captain Denny
<b>Description:</b> Tactical training for sworn personnel was completed in fall of 2016 and 2017. Like training will be planned and rolled out in the fall of each year.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

**Objective 1.2:** Comprehensive SOG Manual

<b>Strategy: 1.2 – Standard Operating Guidelines</b>	<b>Division/Person(s) Responsible:</b> Staff Attorney Jason Smith/Command Team
<b>Description:</b> Develop and deploy Standard Operating Guidelines (SOG) for all divisions.	<b>Status:</b> <i>In Process</i> <b>Projected Completion Date:</b> Operations Bureau, Support, Communications, VIP complete; Detention <i>In Process</i> February 28, 2018

**Objective 1.3:** Physical Fitness Incentive Program

<b>Strategy: 1.3 – Physical Fitness Incentive Program</b>	<b>Division/Person(s) Responsible:</b> Major Carter/Captain Denny
<b>Description:</b> Creation and review for implementation of Physical Fitness Incentive Program begins by December 31 <sup>st</sup> , 2016. Program to be completed annually on a voluntary basis by staff and can be applied to merit bonus form. Fully implemented by December 31 <sup>st</sup> , 2017.	<b>Status:</b> <i>Completed</i> <b>Projected Completion Date:</b> Creation and Review- December 31, 2016 Completed & Ongoing

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**Objective 1.4:**    Creation of Community Support Team

<b>Strategy: 1.4 – Creation of Community Support Team</b>	<b>Division/Person(s) Responsible:</b> Jeff Brooks, Staff Attorney Jason Smith, Lt. Marsteller, Bob Lemieux
<b>Description:</b> Creation of Community Support Team with inclusion of all volunteer services by December 31 <sup>st</sup> , 2017 with full implementation by December 31 <sup>st</sup> , 2018.	<b>Status:</b> <i>In process</i> <b>Projected Completion Date:</b> Creation- December 31, 2017 Implementation- December 31, 2018

<b>Strategy: 1.4a – Community Emergency Response Team (CERT)</b>	<b>Division/Person(s) Responsible:</b> Captain Corthell/Julie Kidd
<b>Description:</b> Creation of Community Emergency Response Team (CERT) within the Community Support Team model. CERT will allow citizens to provide basic disaster response to the community. HCSO will continue to partner with local emergency services, hospitals and medical providers to better coordinate response and plan for future needs.	<b>Status:</b> <i>In process</i> <b>Projected Completion Date:</b> Creation- December 31, 2017 Implementation- December 31, 2018

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**Goal 2: We will reduce agency targeted crime in Henderson County**

**Objective 2.1:** Reduce Domestic Violence recidivism rates within the county by 15% by December 31, 2018

<p><b>Strategy: 2.1a – Community Approach to Offender Focused Deterrence</b></p>	<p><b>Division/Person(s) Responsible:</b>          Captain Terry/Captain Corthell</p>
<p><b>Description:</b> We will utilize a community approach that brings all stakeholders to the table working within the model known as Offender Focused Deterrence. Partnering with the Family Justice Center, Safelight, Pisgah Legal Services, DSS, Laurel Park PD, Fletcher PD, Hendersonville PD and the District Attorney will hold offenders accountable while offering better care and easier access to victims.</p>	<p><b>Status:</b> <i>In process</i>  <b>Projected Completion Date:</b>          Ongoing</p>

<p><b>Strategy: 2.1b – Training of Patrol in DV response</b></p>	<p><b>Division/Person(s) Responsible:</b>          Captain Denny</p>
<p><b>Description:</b> All of our patrol employees will receive (initial and on-going) training in domestic violence response and the cycle of violence.</p>	<p><b>Status:</b> <i>Complete</i>  <b>Projected Completion Date:</b>          Completed &amp; Ongoing</p>

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**Objective 2.2:** Reduce Part 1 crimes in high crime areas in Henderson County by 10% by December 31, 2018

<p><b>Strategy: 2.2a – Identify the four highest crime areas (HCA's) in Henderson County</b></p>	<p><b>Division/Person(s) Responsible:</b> Crime Analyst Kelly Hogan/Captain Terry/Captain Corthell</p>
<p><b>Description:</b> Identify the four highest crime areas (HCA's) in Henderson County based on Part 1 crime occurrences and disseminate by March 1, 2016. Will be recalculated every March for the life of the plan (Crime Analyst Kelly Hogan). The Captains of Patrol and CID will ensure all personnel participate in directed patrols as a routine (2 per week minimum) and hold accountable those who do not. Sergeants shall monitor their personnel's logged direct patrols and submit to their Division Captains monthly. Division Captains will make these monthly reports available at the next available command team meeting.</p>	<p><b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed &amp; Ongoing</p>
<p><b>Strategy: 2.2b – Continue weekly Crime Analysis Meetings</b></p>	<p><b>Division/Person(s) Responsible:</b> Chief Deputy Brown</p>
<p><b>Description:</b> In order to maximize the results of our crime analysis, we will continue weekly Crime Analysis meetings with the intent to focus efforts in all strategic plan areas and ensure accountability.</p>	<p><b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed &amp; Ongoing</p>
<p><b>Strategy: 2.2c – Focus enforcement activity on crime during regular patrol</b></p>	<p><b>Division/Person(s) Responsible:</b> Captain Corthell</p>
<p><b>Description:</b> The shifts in our crime data analysis will allow our patrol enforcement activities to be both reactive and proactive to the crimes being committed. We will continue to utilize this data to assign surveillance and enforcement in high burglary areas in order to continue on our successful trajectory combatting B&amp;E&amp;L.</p>	<p><b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed &amp; Ongoing</p>

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<b>Strategy: 2.2d – Utilize a targeted approach to focus on B&amp;E&amp;L crime offenders</b>	<b>Division/Person(s) Responsible:</b> Captain Terry/Street Crimes/Property Crimes/Warrants
<b>Description:</b> We will develop and disseminate intelligence, as appropriate, about repeat offenders committing targeted crimes. Partnering with Laurel Park PD, Fletcher PD, Hendersonville PD, and other local law enforcement agencies and the District Attorney will hold criminals accountable while offering better care and easier access to victims.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

**Objective 2.3:** Develop and implement solvability factors in incident reporting to increase clearance rates for Part 1 crimes by 10% by December 31, 2018

<b>Strategy: 2.3a – Solvability factors training</b>	<b>Division/Person(s) Responsible:</b> Captain Terry/Captain Corthell/Captain Denny
<b>Description:</b> Conduct training for detectives and patrol deputies in the benefits of tracking solvability factors and how they increase clearance rates. Report writing class for sworn personnel and detention officers completed in May 2017. Fingerprint training provided to patrol squads by CID.	<b>Status:</b> <i>In process</i> <b>Projected Completion Date:</b> Ongoing

<b>Strategy: 2.3b – Solvability factors equipment</b>	<b>Division/Person(s) Responsible:</b> Captain Terry/Captain Corthell/Captain Denny
<b>Description:</b> Fingerprint kits distributed by CID to all patrol squads. Cameras distributed to patrol squads for improved documentation and collection of photographic evidence. Training with Lt. McClelland for patrol complete by May 31, 2018.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

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**Objective 2.4:** Reduce **Reported** Controlled Substance Overdose Death Cases by 15% by December 31, 2018

<p><b>Strategy: 2.4a – Expand efforts to educate, prevent and fight abuse of prescription medication</b></p>	<p><b>Division/Person(s) Responsible:</b> Captain Bryant</p>
<p><b>Description:</b> We will partner with community advocates and medical and mental health professionals to expand our efforts to educate, prevent and fight the abuse of prescription medication throughout Henderson County. Partners will include Hope Rx, Park Ridge, Pardee, Thrive, Health Department, DSS, public schools, First Contact (Mud Creek), TRIAD, local banks, Wingate University, Education Steering Committee.</p>	<p><b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed &amp; Ongoing</p>

<p><b>Strategy: 2.4b – Focus Narcotics Unit toward prescription drug diversion cases</b></p>	<p><b>Division/Person(s) Responsible:</b> Captain Terry</p>
<p><b>Description:</b> The agency has staffed a Dedicated Drug Diversion Agent and will continue to identify and support initiatives to reduce prescription drug diversion. The agency will assist in educating medical professionals who dispense prescription narcotics about risk factors for drug diversion.</p>	<p><b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed &amp; Ongoing</p>

<p><b>Strategy: 2.4c – Connect with pharmacies and health care providers for education and intelligence gathering</b></p>	<p><b>Division/Person(s) Responsible:</b> Captain Terry</p>
<p><b>Description:</b> Local pharmacies and health care providers need to be involved in preventing the diversion of controlled substances and educated on how to rapidly identify and respond when diversion is detected. The Narcotics Unit will educate these shareholders, gather intelligence and establish a system for prevention and reporting.</p>	<p><b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed &amp; Ongoing</p>

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<b>Strategy: 2.4d – Create and disseminate resource materials to inmates</b>	<b>Division/Person(s) Responsible:</b> Captain Urch
<b>Description:</b> Create & disseminate resource materials regarding rehabilitation for those incarcerated in Henderson County Jail and continue to partner with community resources, Jail chaplains & the Blue Ridge Prison and Jail Ministry to assist those incarcerated.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing
<b>Strategy: 2.4e – Narcan dissemination and training for all agency personnel</b>	<b>Division/Person(s) Responsible:</b> Captain Denny
<b>Description:</b> Professional Standards has partnered with Blue Ridge Community College to educate and train officers with Narcan - a medication that will help prevent and fight overdoses and overdose deaths in Henderson County. Narcan training will continue as part of the In-Service Training.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing
<b>Strategy: 2.4f – Family Risk Assessment for Health Care Professionals (FRA)</b>	<b>Division/Person(s) Responsible:</b> Captain Terry
<b>Description:</b> Formulation and training for Family Risk Assessment for Health Care Professionals (FRA) to administer to patients.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed December 31, 2016
<b>Strategy: 2.4g – Conduct various pill drop campaigns</b>	<b>Division/Person(s) Responsible:</b> Julie Kidd/Cpl. Cantwell
<b>Description:</b> Conduct various pill drop campaigns in the community beyond the pill collection box (minimum one per quarter).	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

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**Objective 2.5:** Maintain the B&E&L reduction of minimum of 15% from 2012 levels through December 31, 2018

<b>Strategy: 2.5a – Continue weekly Crime Analysis Meetings</b>	<b>Division/Person(s) Responsible:</b> Chief Deputy Brown
<b>Description:</b> In order to maximize the results of our crime analysis, we will continue weekly Crime Analysis meetings with the intent to focus efforts in all strategic plan areas and ensure accountability.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

<b>Strategy: 2.5b – Focus enforcement activity on crime during regular patrol</b>	<b>Division/Person(s) Responsible:</b> Captain Corthell
<b>Description:</b> The shifts in our crime data analysis will allow our patrol enforcement activities to be both reactive and proactive to the crimes being committed. We will continue to utilize this data to assign surveillance and enforcement in high burglary areas in order to continue on our successful trajectory combatting B&E&L.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

<b>Strategy: 2.5c – Targeted deterrence to B&amp;E&amp;L crime offenders</b>	<b>Division/Person(s) Responsible:</b> Captain Terry/Street Crimes/Property Crimes/Warrants
<b>Description:</b> We will develop and disseminate intelligence, as appropriate, about repeat offenders committing targeted crimes. Partnering with Laurel Park PD, Fletcher PD, Hendersonville PD, and other local law enforcement agencies and the District Attorney will hold criminals accountable while offering better care and easier access to victims.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

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**Objective 2.6:** Reduce inmate on inmate physical assaults by 10% by December 31, 2017

<b>Strategy: 2.6a – Identify potential risk inmates through state mandated classification system</b>	<b>Division/Person(s) Responsible:</b> Captain Urch
<b>Description:</b> Classification will complete a classification assessment on all inmates that enter the Detention Center and assign housing as necessary.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing
<b>Strategy: 2.6b – Review inmate keep away orders on a weekly basis to segregate potential high risk inmates</b>	<b>Division/Person(s) Responsible:</b> Captain Urch
<b>Description:</b> Classification will review keep away placements in the jail and make adjustments as necessary.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing
<b>Strategy: 2.6c – Staff will manage inmate movement to reduce the potential for fighting</b>	<b>Division/Person(s) Responsible:</b> Captain Urch
<b>Description:</b> Detention center staff, supervisors, and classification staff will work together to manage the placement and movement of inmates within the facility.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing
<b>Strategy: 2.6d – Work with medical and mental health staff to identify and counsel potential high risk inmates</b>	<b>Division/Person(s) Responsible:</b> Captain Urch
<b>Description:</b> Once potential high risk inmates are identified mental health staff will counsel and evaluate those inmates to make recommendations for housing with the Detention facility.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing
<b>Strategy: 2.6e – Train staff quarterly on early identification of high risk inmates</b>	<b>Division/Person(s) Responsible:</b> Captain Urch
<b>Description:</b> Detention Supervisors will train their staff quarterly on identification of high risk inmates.	<b>Status:</b> <i>In process</i> <b>Projected Completion Date:</b> Ongoing

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**Goal 3: We will provide high quality service to the citizens of Henderson County**

**Objective 3.1: Continue on-going Quality of Service Survey through December 31, 2018**

<p><b>Strategy: 3.1 – Continue on-going Quality of Service Survey</b></p>	<p><b>Division/Person(s) Responsible:</b>          Major Stout/Major Carter/Director Stanley</p>
<p><b>Description:</b> Will be managed and reviewed by the Major on a monthly basis, with Command Team report each week. Database will ensure survey results remain ongoing, accurate and functional. Focus areas will be designated on a quarterly basis to be reviewed by division Captains who then submit changes as applicable for the upcoming quarter.</p> <p>Beginning January 1, 2016 data will be pulled utilizing the following criteria;</p> <ul style="list-style-type: none"> <li>• Every 5<sup>th</sup> victim from a Breaking &amp; Entering report taken (Crime Analyst to assemble)</li> <li>• Every 5<sup>th</sup> Domestic Violence Victim (Crime Analyst to assemble)</li> <li>• Every 15<sup>th</sup> CCW Permittee (Support Services Captain will assemble from Permitium)</li> <li>• Every 15<sup>th</sup> Handgun Purchase Permittee (Support Services Captain will assemble from Permitium)</li> <li>• Every 75<sup>th</sup> Caller to the Business line in Communications (Director of Communications will assemble)</li> <li>• All survey follow up calls will be one month after the incident. All follow up survey questions will use uniform standardized questions.</li> </ul>	<p><b>Status:</b> <i>Complete</i></p> <p><b>Projected Completion Date:</b>          Completed &amp; Ongoing</p>

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**Objective 3.2:** Answer 92% of 911 calls within 10 seconds of receipt (NC 911 Board standard) by December 31, 2018

<b>Strategy: 3.2a – Utilize administrative call takers</b>	<b>Division/Person(s) Responsible:</b> Director Stanley
<b>Description:</b> Utilize administrative call takers to answer administrative phone lines, allowing telecommunicators to focus on answering 911 calls more efficiently.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

<b>Strategy: 3.2b – Answer all 911 calls within two rings</b>	<b>Division/Person(s) Responsible:</b> Director Stanley
<b>Description:</b> Utilize staff of telecommunicators and call takers to answer all 911 calls within two rings.	<b>Status:</b> <i>Ongoing</i> <b>Projected Completion Date:</b> Completed & Ongoing

**Objective 3.3:** Dispatch 80% of emergency fire calls (NFPA standard) within 60 seconds of receipt by December 31, 2018

<b>Strategy: 3.3a – Utilize administrative call takers</b>	<b>Division/Person(s) Responsible:</b> Director Stanley
<b>Description:</b> Utilize administrative call takers to answer administrative phone lines, allowing telecommunicators to focus on dispatching 911 calls more efficiently.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

<b>Strategy: 3.3b – Dispatch all emergency fire calls as soon as the call type is determined before further questioning</b>	<b>Division/Person(s) Responsible:</b> Director Stanley
<b>Description:</b> Dispatch all emergency fire calls as soon as the call type is determined before further questioning.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

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<b>Strategy: 3.3bc – When possible, one Telecommunicator will dispatch the call while another is completing caller interrogation</b>	<b>Division/Person(s) Responsible:</b> Director Stanley
<b>Description:</b> When possible, one Telecommunicator will dispatch the call while another is completing caller interrogation.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

**Objective 3.4:** Increase random deputy patrols to our schools

<b>Strategy: 3.4 - Deputy Patrols of Schools</b>	<b>Division/Person(s) Responsible:</b> All Agency
<b>Description:</b> In addition to the law enforcement presence created by our School Resource Deputies, we pledge to increase random deputy patrols to our schools.	<b>Status:</b> <i>Complete</i> <b>Projected Completion Date:</b> Completed & Ongoing

**Objective 3.5:** Provide Community Education (Sheriff's Community OutReach and Education S.C.O.R.E.)

<b>Strategy: 3.5a – Offer Sheriff's Community OutReach and Education (S.C.O.R.E.) programs that educate the community</b>	<b>Division/Person(s) Responsible:</b> Allison Nock
<b>Description:</b> Programming will include programs such as: <ul style="list-style-type: none"> <li>• Children's outreach, giveaways, Sheriff's Office tours and presentations</li> <li>• B&amp;E/Theft prevention education program</li> <li>• Sheriff's Overwatch Program – Creation by December 21, 2018 (Corporal Griggs)</li> <li>• Town Hall Meetings occurring on a monthly basis throughout varying areas of the county. Meetings will promote accessibility, transparency and give citizens a direct connection to the Sheriff's Office and staff (Allison Nock)</li> <li>• Refuse to Be a Victim</li> <li>• Church/Organization Safety Training (Jeff Brooks)</li> <li>• Gun Safety Education and gun lock giveaway</li> </ul>	<b>Status:</b> <i>In process</i> <b>Projected Completion Date:</b> Ongoing

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<b>Strategy: 3.5b – 911 Community Education</b>	<b>Division/Person(s) Responsible:</b> Director Stanley
<b>Description:</b> Provide Community Education by establishing a 911 Education Coordinator to work with elementary schools to educate children on the proper use of 911 and provide information about 911 resources such as Smart911 and Nixle. Education Coordinator will contact one school per month to schedule educational session. Will meet with and provide educational materials to all 4 <sup>th</sup> grade public school classes and will schedule 911 Center tours for school classes upon request.	<b>Status:</b> <i>In process</i> <b>Projected Completion Date:</b> December 31, 2017

**Objective 3.6:** Support the Sheriff's Citizens Academy

<b>Strategy: 3.6 – Sheriff's Citizens Academy</b>	<b>Division/Person(s) Responsible:</b> Barry Brown
<b>Description:</b> The Sheriff's Citizen's Academy is an in-depth program providing education and crime prevention skills to the public. Program consists of 13 diverse classes. The Sheriff's Office will continue to support and provide instructors for this program.	<b>Status:</b> <i>Ongoing</i> <b>Projected Completion Date:</b> Ongoing

# Moving Forward

Our Strategic Plan has grown in scope and reach since its inception in 2013. As it has expanded, so have our agency's efforts, enabling us to produce calculable results that can be seen and felt throughout the agency and the community we serve.

We would like to recognize the hard work and dedication of the members of the Henderson County Sheriff's Office who brought this plan to fruition. Thank you for your valuable contributions and participation in this Strategic Plan and those to come.

